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ABSTRACT

In this document, the president of Seattle Central Community College presents the mission statements for the college and for each major unit of the college, i.e., the units of Instruction, Administrative Services, Student Personnel Services, Community Relations and Information Services, and the President. Each unit has been required to establish broad design goals and measurable performance objectives, as well as goal-related tasks that are consistent with the overall philosophy and mission of the institution. As these are implemented, they will be continuously evaluated by the students, faculty, administrative and classified staff, the District President, and the Board of Trustees; on that basis, the success of the proposed philosophical direction of the college will be determined. The organizational structures to be instituted to provide major input into the decision-development process are outlined. Separate administrative program plans presenting the specific mission statements, performance objectives, detailed implementation activities for each objective, and 1975-76 target dates for completion of each step or activity are provided for each major unit of the college. (DC)

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SECOND DRAFT

SEATTLE CENTRAL COMMUNITY COLLEGE

INSTITUTIONAL PHILOSOPHY AND ADMINISTRATIVE PROGRAM PLAN

by

Roy G. Phillips, President

JC 750 396

SEATTLE CENTRAL COMMUNITY COLLEGE

Institutional Philosophy and Administrative
Program Plan

MISSION STATEMENT

Seattle Central Community College is an urban, open-door, two year institution of higher learning strategically located within the downtown community with the intention of being easily accessible to every citizen within the greater Seattle community. It is one of three community colleges within the Seattle Community College District, which is a part of the Washington State system of higher education and includes North Seattle and South Seattle Community colleges. The overall coordination of instructional programs, fiscal and capital planning, management systems and computer services, resource allocation, contract negotiations, contract interpretation, personnel services, employee relations, internal auditing, public information, institutional research/grants, as well as the delivery of essential business and administrative services, are provided through a central District Office to the three college campuses whose major mission is to provide a comprehensive educational program of high quality in occupational training, occupational supplementary, apprentice programs, college transfer, general and basic adult education, as well as community services programs - - - - all of which are designed to realize the potential and to maximize the skills and intellectual attainment of every student who enrolls. To achieve this mission, Seattle Central Community College will require a direction that is both more than and different from the traditional, elitist structure of most institutions of higher education. In order to meet the educational needs of the highly diversified, ethnically and racially various, and economically heterogenous population which resides within the Seattle urban community, it will be necessary for SCCC to move in creative, innovative and at times - - - - risk-taking directions. As part of its mission, Seattle Central must:

1. Develop new assessment procedures for gauging student ability

and progress and offer the concomitant student development and training programs.

2. Assess the outcomes of existing programs in terms of student achievement, as well as experiment with new educational and programmatic ideas that show promise for increasing the level of student achievement.
3. Increase the individualization of instruction through the use of/or application of new curriculum methods, emerging educational technologies, and systems that are designed to improve the level of student achievement.
4. Assist in encouraging community, students, faculty, and staff involvement in the program development, institutional governance and decision- development-making, and in the evaluation of the College's progress toward the attainment of its stated mission, goals and objectives.
5. Work cooperatively with the District Office, other colleges, universities, high schools, and state, as well as related community agencies and organizations that are concerned and committed to the effective delivery of educational programs and services.
6. Provide and maintain a well-balanced, comprehensive educational program that is designed to offer equal educational opportunity to all who need and want it.
7. Plan for the effective utilization of scarce resources that are designed to achieve growth, improvement, flexibility, and modification of College- and District-wide programs and services in anticipation of long range needs.
8. Offer and consolidate ethnic studies of various nonwhite groups

into the mainstream of the College program with the intention of providing enlightment of the major contributions made by these groups within the American culture.

9. Establish effective liaison with business, industry, and labor and the community in general for the purpose of arranging sheltered work stations and cooperative work programs within the broader world of work.
10. Make effective the decentralization of educational programs to render them more accessible to senior citizens and other population groups in need of educational services within the greater Seattle community.
11. Plan and provide for the maximum and effective utilization of all existing College and community facilities that are designed to enhance the concept of community based education.
12. Provide programs that encourage optimum staff and faculty development, as well as promote effective staff and faculty morale.
13. Seek periodic feedback from the community as the basis for assessment of performance and direction for future development.
14. Perform as a "good institutional neighbor" in the Capitol Hill/ downtown and greater Seattle community.

PROGRAM PLAN

To achieve success in attaining its stated mission, the College will require a well-developed and detailed program that coordinates and makes rational the mission, goals and objectives of all the major divisions of the institution. A common, overall, integrated program plan covering the distinct areas of College operation will then serve as a guide for structuring departmental and project plans which most directly involve the effective delivery of services to students. For purposes of planning, the major units of the College can be identified as follows:

1. Instruction
2. Administrative Services
3. Student Personnel Services
4. Community Relations and Information Services
5. President

The mission of the unit of instruction is to provide a comprehensive instructional program of high quality in occupational preparatory training and occupational supplementary (extension), apprentice programs, college transfer, general and basic adult education and community services for all students who are enrolled; student assessment, counseling, and advising services; instructional and professional development; design, development and implementation of a well coordinated instructional resource center that serves the entire institution; provide cooperative education and placement services; and a well coordinated extended college program. The expected outcome will be measured in terms of the development of marketable skills that are consistent with the broader academic community and world of work, as well as the level of student achievement as measured by evaluative instruments and the successful placement of students within their planned career objectives; and secondly, meeting annual FTE target allocations that are established within the major disciplines.

The mission of the unit of administrative services shall be consistent with the instructional program plan. The mission is to provide, operate, maintain and secure the various physical facilities, equipment, staff and student personnel; to assist in facilities planning, development and management of new and/or renovated projects that are required to conduct all instructional, community service and student personnel service programs; to assist in the overall development and monitoring of a planned program budgeting system that will adjust dollar allocation to program requirements while at the same time maintaining sound and responsible fiscal management policies and procedures that are consistent with District-wide

policies, as well as to ensure compliance to all policies, regulations and procedures relative to personnel management.

The expected outcomes will be measured in terms of a continually balanced budget; safe, secured, aesthetically satisfying and functional facilities and provision for adequate parking for staff and student body (lounge facilities, etc.) as well as compliance with EEO affirmative action requirements that have been established at the District and Campus level.

The mission of the student personnel services unit is to provide a basic program of services and activities designed to support and to broaden the educational experience of the extraordinarily diverse SCCC student population; to provide opportunities for all studnets to share in events planned to stimulate growth, development in leadership, socialization, physical well-being and political responsibility; also to provide orientation to new students, assist the unit of instruction in the coordination of student assessment, counseling and advisory services; as well as provide financial aid, registration and recordkeeping, health guidance and child care -- all of which are designed to ensure a successful academic experience.

The expected otucome for the unit will be measured in terms of types and quality of supportive services designed to meet student needs, as well as the attainment of the annual projected target student enrollments. Other measures will be the incremental reduction of student attrition rate, as well as the successful placement of students within their planned career objectives.

The mission of the unit of community relations and information services is to bring community resources, information, political support, advice and material assistance to the College; to provide to the community and to prospective students, information and news of College events; and to provide staff expertise to assist citizens to achieve genuine involvement in institutional governance, as well as to provide internal institutional compliance with the District's affirmative action program.

The expected outcomes of the unit will be measured in terms of the level

and quality output of internal and external communications regarding the College programs and related services.

The mission of the unit of the President is to provide broad leadership and administrative direction to all of the major activities of the College and to share in District-wide planning and coordination in all District-wide activities with the District President, Board of Trustees and other Community College presidents; to assist the District President in seeking political and financial support for major college program development activities from within the public and private sector of the local community, state and Federal government.

The major outcomes of this division will be measured in terms of the quantity and quality of financial support designed to achieve a dynamic institution in constant equilibrium as well as quality of college programs designed to satisfy the needs of the community and immediate student clientele, as well as: (1) meeting F.T.E. allocations; (2) budgetary goals; (3) staffing levels; and (4) development objectives.

MEASURABLE GOALS

Progress towards the attainment of the institutional philosophy and administrative program plan will be determined by the success of the programs and structures instituted within the divisions of the College. Each division will be required to establish broad design goals and measurable performance objectives, as well as job related tasks that are consistent with the overall philosophy and mission of the institution. As the networks outlined in the section above are implemented, they will be continuously evaluated by the students, faculty, administrative and classified staff, the community at-large, the District President, and, ultimately, by the Board of Trustees. On that basis the success of the proposed philosophical direction for the College will be determined.

To assist in achieving the desired result, program planning will be instituted. In order to assist in this direction, the following structures will be instituted to provide major input into the decision-development process.

1. President's Council

   a. Function - Assist the President in the development- decision-making matters that involve policy direction both at the College and District-wide level.

   b. Representation -

      (1) Faculty
      (2) Students
      (3) Administrators
      (4) Support Staff

   c. Method of Operation -

      (1) Agenda development via major recommendations from standing committees and open forum discussion of matters affecting the well being of the College and District.

      (2) Chaired by the President

2. President's Administrative Cabinet

   a. Function - Implementation of policy directions from the President.

   b. Composition - Deans, Associates and other invited administrative staff.

   c. Chaired by the President.

3. Standing Committees

   a. Fiscal and Facilities Planning

   b. Student Services

   c. Instructional Programs

   d. Community Relations, Outreach and Affirmative Action

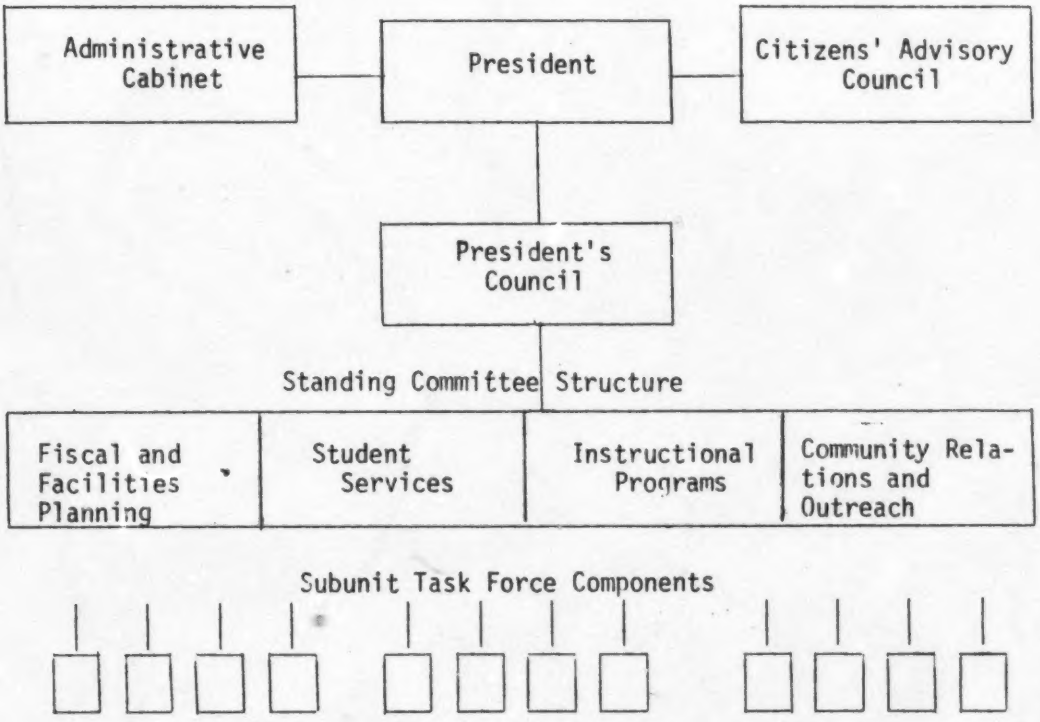
4. Ad Hoc Task Forces- As specified by the contract and as needed. The charge, representation and overall deliberation of the various proposed committees will be determined in concert with the President's Council and Administrative Cabinet.

1/21/75

REVISED 4/2/75

SEATTLE CENTRAL COMMUNITY COLLEGE

ORGANIZATIONAL STRUCTURE FOR DECISION-DEVELOPMENT MAKING



STRUCTURE	COMPOSITION	ROLE
Administrative Cabinet	Deans, Associates, Director of Research and Development, President	Executive direction
President's Council	Students, Faculty, Division Chairpersons, Support Staff, President (Deans' Group serves as resource)	Policy direction
Standing Committee Structure	Students, Faculty, Middle Management, and Support Staff (Deans' Group serves as resource)	Studies, reviews, recommends
Citizens' Advisory Council	Lay citizens, business and labor leaders, educators, government and philanthropic leaders. (College staff serves as resource)	Advisory

Unit: Instruction

Mission Statement: Provide a comprehensive educational program.

Program Area: Curriculum revision and expansion.

GOAL A: Organization of an integrated evening program which will serve effectively the needs of the community and furnish continuity to the instructional program.

Objective: Establish an effective management, planning, and budgeting system for evening instruction.

Activities:	Target Date
A. A tentative plan for evening program management will be submitted to the president's office.	Completed
B. The tentative management plan will be submitted to divisional administrators for input/suggestions.	April 17
C. The tentative management plan will be revised and resubmitted for final approval to the president's office.	May 1
D. Responsibilities and resources for implementing the approved plan will be assigned and identified.	May 15
E. Plan of action for program and activities of evening division will be completed for fall, winter, and spring quarters, 1975-76.	June 15
F. Begin periodic review of plan.	

Outcome: Increase in evening program comprehensiveness and community service offerings.

Goal B: Comprehensive ethnic studies program.

Objective: Consolidate ethnic studies into the mainstream of the college program.

Activities:	Target Date
A. Establish task force committee composed of persons of diverse ethnic backgrounds.	April, 1975
B. Survey existing curriculum and review curriculum materials.	May, 1975
C. Develop work plan for integration of multi-ethnic perspectives into all college curriculum and the development of meaningful ethnic courses.	June, 1975

GOAL B (continued)

Activities:	Target Date
D. Institute series of inservice workshops for faculty.	September, 1975
E. Construct time-line phase-in schedule.	December, 1975
F. Consolidation phase-in.	June, 1976

Outcome: Increased student ethnic awareness and comprehension of social and human relations.

GOAL C: Make available cooperative education/community-based learning experiences.

Objective: Expand cooperative education opportunities in selected instructional areas.

Activities:	Target Date
A. Investigate and review available and emerging career opportunities and prepare analysis.	December, 1975
B. Assess deficiencies and/or gaps in current program structure.	February, 1976
C. Determine strategies and resources required to produce desired program changes.	February, 1976
D. Identify agencies/groups to cooperate in community-based learning activities.	March, 1976
E. Complete plan and time-lines for program implementation.	April, 1976
F. Begin program implementation.	September, 1976

Outcome: Measurable increase in cooperative education/community-based learning placements and credits applicable to program completion.

Unit: Instruction

Mission Statement: Improvement of instructional services to students.

Program Area: Update educational program plan.

GOAL A: Assess outcomes of existing instructional programs.

Objective: Provide programs to increase student achievement levels and employment.

Activities:	Target Date
A. Identify current levels of student achievement in measurable areas: 1. associate of arts. 2. associate of applied science 3. certificate 4. diploma	September, 1975
B. Correlate existing achievement/completion levels with: 1. transfer rate 2. employment rate 3. student objectives 4. dropout rate 5. program entry requirements	November, 1975
C. Analyze institutional accreditation self-study for program assessment information.	January, 1976
D. Measure competency levels of entering students.	January, 1976
E. Establish desired student achievement levels for: 1. transfer 2. employment 3. program entry 4. program completion 5. basic skills competencies	February, 1976
F. Plan strategies, program needs, and changes necessary to achieve desired levels.	March, 1976
G. Begin program implementation.	September, 1976

Outcome: Increase general level of student achievement, program completion, and employment.

GOAL B: To develop methods and strategies for individualized instruction.

Objective: To increase individualization of instruction by analyzing current instructional methods and introducing changes which will augment instructional benefits for students.

Activities:	Target Date
A. Establish definition and characteristics of individualized instruction.	September, 1975
B. Identify programs presently utilizing individualized instruction.	September, 1975
C. Review programs/courses not currently individualized to determine suitability.	December, 1975
D. Identify programs/courses to be included in staged program of experimentation/change.	January, 1976
E. Identify conditions and resources for making necessary transitions.	March, 1976
F. Organize required staff training and support functions to support transition program.	September, 1976
G. Phase in method changes in previously planned stages as staff training and secondary preparation are completed.	September, 1977

Outcome: Increase level of student achievement and program completion.

GOAL C: Effective coordination of day program instructional effort.

Objective 1: Provide plan and method for continuing analysis of educational program needs and effectiveness.

Activities:	Target Date
A. Develop task force group to review periodically all instructional programs for relevance and viability.	September, 1975
B. Establish plan for investigating and developing new educational needs and career opportunities.	December, 1975
C. Integrate broad instructional objectives into long-range institutional planning and student FTE projections.	March, 1976

Objective 2: Establish an effective learning resources program.

Activities:

Objective 3: Establish a mechanism for monitoring the coordinated divisional instructional effort.

Activities:

Outcome: Better definition of day program and its relation to institutional mission.

GOAL C (continued)

Activities:	Target Date
D. Establish method and program for continuous update and change.	June, 1976

Outcome: Augmented instructional effectiveness.

GOAL D: ~~Adjunct~~ facilities planning.

Objective: To provide adequate facilities for instructional program support.

Activities:	Target Date
A. Organize cross-unit facilities task force.	September, 1975
B. Review educational program plans to determine short and long term facilities support needs.	November, 1975
C. Enter facilities needs into institutional long-range instructional program plan.	December, 1975
D. Establish plan for continuous updating of facilities needs requests.	February, 1976

Outcome: Correlation between educational program planning and facilities support requirements.

SEATTLE CENTRAL COMMUNITY COLLEGE

CENTER FOR GENERAL STUDIES
AND HUMAN DEVELOPMENT

Program Areas:

Counseling
Planning and Advising
Assessment
Basic Studies
- Adult Basic Education
- English as a Second Language
- Preparatory Courses

Interdisciplinary Studies

PROGRAM: COUNSELING

Mission Statement: Provide Administrative Leadership and Coordination that will enable comprehensive counseling functions to be openly accessible to students throughout the institution.

Goal A. Effective Program Coordination with units of instruction and S.P.S.

Objective 1: To develop a service delivery model designed to carry counseling functions from a central location to each program area of the college.

Activities:	Target Date
(a) Meet with individual counselors and define their competencies.	May 30
(b) Write individual job descriptions based on competencies and program needs.	June 15
(c) Implement appropriate staffing changes.	Sept. 1

Objective 2: Develop an effective coordinating team to interface Human Development Center activities with those specifically assigned to counseling.

Activities:	Target Date
(a) Appoint representatives from Human Development Center, S.P.S. and Center for General Studies.	May 1
(b) Re-define functions in Human Development/Counseling model.	May 15
(c) Assign counseling personnel to newly defined functions.	June 1
(d) Implement model under this coordinating body.	Sept. 1

Objective 3: Appoint a task force on Professional Staff Development needs that will input to the President's Commission.

Activities:	Target Date
(a) Define Professional Staff Development needs for Human Development specialist.	May 30
(b) Identify courses or other professional growth activities that could be incorporated into an ongoing district program.	June 15
(c) Submit report to the President.	June 30

Objective 4: To appoint a task force to develop an Adult Development Curriculum in the college.

Activities:	Target Date
(a) Define elements of an Adult Development Curriculum that would be appropriate in the college setting.	Nov. 75
(b) Identify and utilize resources in developing a sequential development program.	Dec. 75
(c) Develop curriculum modules.	May 76
(d) Define course sections within the General Studies Course master.	June 76
(e) Assign counseling/Human Development Specialist to instructional areas.	Sept. 76

Objective 5: Establish a review committee to monitor the accountability study.

Activities:	Target Date
(a) Assess the need for program changes.	On-going
(b) Revise the data collection card.	June 75
(c) Train para-professionals and others in S.P.S. area to use system.	Dec. 75
(d) Implement system in all of S.P.S. area.	Jan. 76

PROGRAM: ASSESSMENT AND ADVISING

Mission Statement: To provide comprehensive, personalized assessment and advising that will enable each student to have a clear understanding of the purpose and direction of his/her educational experience.

Goal A: Develop a ~~college~~-wide assessment program.

Objective 1: Identify the necessary entry skill level and expected outcome for all courses in the institution.

Activities:	Target Date
(a) Request course profile information from all faculty.	June 75
(b) Analyze data from course descriptions.	Sept. 75

Objective 2: Assess the current basic skill level of students enrolled in college division.

Activities:	Target Date
(a) Give a random assessment to student in all areas of the college.	Oct. 75
(b) Correlate assessment results with grades received.	Jan. 76

Objective 3: Design entrance examination for each program area.

Goal B: Development of a program to assist students in designing a personal education plan.

Objective 1: Design materials that will support the advisors role or allow for student self-advising.

Activities:	Target Date
(a) Develop course profiles.	Sept. 75
(b) Develop and display materials related to curriculum needs for transferability.	Sept. 75
(c) Develop a S.G.P. booklet that will visually display student information and educational objectives.	Jan. 76

Objective 2: Train counselors and other advisors in the preparation of P.E.P.

Activities:	Target Date
(a) Counselors, faculty advisors and paraprofessionals will be involved in workshops to learn the process of developing the P.E.P.	On-going
(b) Paraprofessionals will assist divisional counselors in developing divisional P.E.P. programs.	Sept. 75

Goal C: Implementation of a monitoring system to profile student progress through classes, programs, and the college.

Objective 1: Design a functional coding system.

Objective 2: Create a MIS Sub-system for information retrieval and presentation.

PROGRAM AREA: CENTER FOR GENERAL STUDIES

Basic Studies

Mission Statement: To provide students with a transition period to finish acquiring those skills needed for college transfer/occupational programs.

To provide students with an alternative route through introductory college level competencies.

To provide students with a comprehensive, preparatory program designed to give access to their chosen educational goal.

Goal A: Development of General Studies core curriculum with six essential areas: Science, Social Science, Humanities, Math, Reading/Communications, and Careers.

Objective 1: Design an alternative curriculum on Level III

Activities:	Target Date
(a) Six faculty members will participate in a 6-weeks' institute.	Aug. 75
(b) The alternative curriculum will be implemented.	Sept. 75

Objective 2: Develop math, reading, and language curriculum around a learning center concept.

Activities:	Target Date
(a) Coordinate Administrative functions with appropriate divisional administrators.	May 75
(b) Meeting with individual instructors to share the new director and identify their role.	May 75
(c) Identify core faculty in each curriculum area and begin organizing curriculum areas.	June 75
(d) Develop workshop to prepare faculty returning fall quarter.	Aug. 75
(e) Reconstruction of lounge area to accommodate lab functions.	Aug. 75
(f) Implement learning lab concept with rotating faculty members in Reading, Writing and Math areas.	Sept. 75
(g) Develop a coordinating model that will serve institutional needs.	On-Going

Objective 3: Design an alternative curriculum on Level III for the (New Learner" in Mathematics, Humanities (Interdisciplinary) and Humanities (Philosophy or English).

Activities:

(a) Six faculty members (two from Math; two from Humanities (Interdisciplinary); and two from Philosophy and/or English) shall attend the six-week summer session given by the Institute for Services to Education during the summer, 1976.

(b) Alternative curriculum, designed at the Institute, in the Humanities (Interdisciplinary), Math, and Philosophy and/or English, will be implemented in September, 1976.

Objective 4: Design a curriculum on Level II for Math, Humanities, and Careers.

Activities:

(a) In January, 1977, a math, humanities, and career or allied support instructor shall be released 1/3 time for two quarters to determine the topics/content and to design Level II curricula in their respective areas.

(b) Release-time instructors and other interested instructors will attend the third and fourth five-day ISE workshops in February and April, 1977.

(c) Applying methodology learned at the ISE workshops, release-time faculty will complete the design of their respective Level II courses by June, 1977.

(d) Level II courses in math, humanities, and careers will be implemented in September, 1977.

Goal B: Expansion of supplementary support curricula (e.g., labs, modules, etc.) to serve students from all instructional divisions of the college.

Objective 1: Design and implement a Writing Laboratory.

Activities:

(a) A hierarchy of writing skills from the simple sentence to the term paper will be identified during August, 1975.

(b) "Request for Proposals" for faculty to develop modules in the identified areas (estimate of ten areas) will be issued in October, 1975.

(c) All writing modules will be completed by January, 1976.

(d) One instructor will be released in January, 1/3 time for two quarters to incorporate the modules into a writing lab, and to train two para-professionals in its operation.

Objective 2: Establish a cooperative arrangement whereby students from graduate programs in Reading will receive internship credit for work done in the Center for General Studies.

Activities:

(a) A cooperative agreement between SCCC and the University of Washington Reading Program will be established in August, 1975.

(b) A referral system will be designed whereby interns can be 'matched' with SCCC students needing diagnosis of suspected reading disabilities.

(c) The referral system will be implemented by October, 1975.

Objective 3: Expand the services of the Basic Skills (i.e., Reading) Lab and the Math Lab so they are available to late afternoon and evening students.

Activities:

(a) A half-time para-professional will be employed for each lab (Math and Reading) in October, 1975, to extend the hours of the labs by 20 hours per week (per lab), during the late afternoon and evening.

SRT:ph 4/29/75

Unit: Administrative Services

Department: General Administration and Coordination

Goal A: Effective Coordinator and Supervisor of departments and personnel within the Administrative Services unit in order to carry out the unit functions defined in the President's Mission Statement.

Objective 1:

Improve organizational structure of unit.

Activities	Target Date
A. Review necessary functions required to carry out unit responsibilities.	July 1975
B. Assign scope of specific responsibilities and activities to be carried out by each department.	July 1975
C. Review existing staff qualifications and capabilities to perform departmental tasks.	July 1975
D. Reassess and revise tasks assigned to personnel to carry out unit short range goals.	July 1975
E. Provide opportunities within unit to train existing staff to acquire skills to accomplish long range goals.	January 1976

Outcomes: An efficient organizational structure carrying out short term goals with a planned capability of attaining long term unit goals.

Department: General Administration and Coordination

Objective 2:

Improvement of overall communication and coordination of operational staff and unit functions.

Activities	Target Date
A. Implement regular supervisory/staff meetings to: 1) review and revise current and long range unit activities, establish priorities, and assign tasks allowing adequate discussion and feedback; 2) provide process to resolve inter-unit and intra-college operational problems.	June 1, 1975
B. Organization of time and work to allow time to supervise and meet with department heads and their staffs.	July 1, 1975
C. Organization of time and workloads to provide nonsupervisory staff the opportunity to periodically discuss unit operations, priorities and functions and to effectively input to overall unit operation.	September 1, 1975

Outcomes: A system providing more efficient and effective staff operations.

Unit: Administrative Services

Department: Business Services and Personnel

Goal A: Effective management and operation of a financial monitoring system which will assure sound college fiscal management.

Objective 1:

Establishment of a fiscal control and audit function utilizing remaining staff

Activities	Target Date
A. Evaluate and determine level of departmental responsibilities and services required.	July 1, 1975
B. Evaluate capabilities and skills of existing staff to perform required functions.	July 1, 1975
C. Develop structure to accomplish responsibilities and services required for the interim period.	August 1, 1975
D. Develop training program for individuals to provide them with necessary skills to perform needed tasks.	September 1, 1975
E. Completion of training program and reassessment of individuals' capabilities and department functions.	February 1, 1976
F. Monthly financial review with President	July 1, 1975

Outcomes: An effective fiscal monitoring system.

Unit: Administrative Services

Department: Business Services and Personnel

Objective 2: To improve the system of processing expenditure documents and eliminate duplication of effort.

Activities	Target Date
A. Complete and publish the "user handbook" currently being written by Ms. Sparks.	August 1, 1975
B. Initiate a district-wide review of procedures for expenditure documents.	September 1, 1975
C. Initiate and assist in any appropriate re-writing necessary:	
1. Define areas for re-write	September 1, 1975
2. Complete re-writes at college procedural levels	March 1, 1976
D. Initiate a "Problem Log" for any areas of question or problems - review "log" monthly with District Business Services.	July, 1975
E. Review "handbook" quarterly with support staff representatives for duplicate efforts between departments of college and Administrative Services.	Summer, 1975
F. Revise handbook procedures as necessary and recommended in quarterly meetings.	Summer, 1975
G. To provide necessary ongoing training to assist college departments in complete understanding of their rules and responsibilities in expenditure processing, quarterly or more often as needed.	Summer, 1975

Unit: Administrative Services

Department: Business Services and Personnel

Outcomes: A minimum of duplicated effort in the processing of expenditure documents.

Unit: Administrative Services

Department: Business Services and Personnel

Goal B: Effectively coordinate campus business activities with District offices and policies and procedures.

Objective 1:

To define the responsibilities of the campus Business Office in relationship to the services to be provided by the District Administrative Services Unit.

Activities	Target Date
A. Meet with District Director of Business Services, his staff and other college Business Managers to request redefinition of district expectations of college responsibilities and service levels.	August 1, 1975
B. Provide leadership in developing District Task Force to define the role of the campus business function and participation in task force.	January 1976
C. Develop plan to implement functional changes to fill campus business service requirements.	March 1, 1976
D. Provide on-going evaluation of district and campus business operation to ensure roles are performed in accordance with defined functions and responsibilities assigned.	July 1, 1976

Outcomes: An effective Business Office.

Unit: Administrative Services

Department: Business Services and Personnel

Objective 2:

Develop an effective campus input process for the establishment and/or modification of District Services and procedures.

Activities	Target Date
A. Establish campus Business Operations Advisory Task Force to provide input on needed policies	October 1, 1975
B. Review and explain proposed District or campus policies and procedural changes with review committee to receive input on campus department operations and work load.	October 1, 1975

Outcomes: Effective Business Office policies and Procedures

Unit: Administrative Services

Department: Business Services and Personnel

Goal C: Establishment of an effective personnel procedures monitoring function within the college Business Services department.

Objective 1:

Operate a personnel system which monitors for compliance of campus and district policies relying on the District Personnel Relations Department for interpretation.

Activities	Target Date
A. Define the process for monitoring hiring, firing, promotion and disciplinary actions appropriate for SCCC.	July 1, 1975
B. Select and hire a clerical person.	August 1, 1975
C. Provide a specific training program for the operation of this function.	August 1, 1975
D. Require a monthly report of personnel activities regarding attrition, reclassifications, discipline actions, et al.	September 1, 19

Objective 2:

Provide a system of acquiring and publishing personnel data and statistics which will support affirmative action and program planning efforts of SCCC.

Activities	Target Date
A. Assist in the acquisition of the affirmative action function needs for statistical data through monthly meetings.	July 1, 1975
B. Work directly with the President to establish a written	July 1, 1975

Unit: Administrative Services

Department: Business Services and Personnel

requirements document for program planning manpower statistics.

C. Create a quarterly personnel activity report and distribute to the college community. September 1

Outcomes: Effective personnel function.

Unit: Administrative Services

Department: Campus Services

Goal A: Reorganization and redefinition of Campus Services functions and responsibilities.

Objective 1:

Reduce overlap and/or duplication of effort between Campus Services and Plant Operations.

Activities	Target Date
A. Expand responsibilities to include operation of Mail & Receiving function.	July 1975
B. Expand responsibilities to include Central Stores function.	October 1976
C. Eliminate responsibility for Maintenance function.	December 31

Outcomes:

Objective 2:

Create effective Campus Services unit with specific well defined areas of responsibility.

Activities	Target Date
A. Inventory all functional needs of campus for Administrative Services support.	August 1975
B. Analyze Campus Services for adequacy of service and realign functional duties.	October 1975
C. Prepare "Service Manual" defining all functions performed.	November 1975

Unit: Administrative Services

Department: Campus Services

D. Update procedures for obtaining and requesting services. January 1976

Goal B: Effective management and operation of a campus facilities program to assist in planning, developing and constructing all new and remodeled facilities ensuring that educational needs and requirements are the first priority.

Objective 1:

Define college function and responsibilities in relation to the district facilities planning and development function.

Activities	Target Date
A. Prepare outline of college duties in capital projects.	August 1975
B. In conjunction with District V.P. define and prepare a specific list of campus and district responsibilities.	September 1975
C. Establish bi-monthly meetings with V.P. to review capital matters and prepare status reports for SCCC President.	July 1975
D. Assist District in preparation and procedures for capital projects.	January 1976

Objective 2:

Improve system for requesting the expenditures of capital funds (both plant and equipment).

Unit: Administrative Services

Department: Campus Services

Activities	Target Date
A. Perform inventory and status report of all capital budgets	August 1975
B. Provide training for Campus Service Manager to acquire knowledge of the total Capital Allocation Model (CAM) process.	September 1975
C. Develop written campus policies and procedures for request, prioritization, and authorization (expenditures) of capital funds.	November 1975
D. Provide quarter by quarter reports to Administrative Cabinet on status of capital budgets.	September 1976

Outcomes: Effective college facilities program.

Unit: Administrative Services

Department: Plant Operations

Goal A: Effective maintenance and operation of college grounds and facilities to provide a setting conducive to an effective educational environment.

Objective 1:

To develop and implement a preventive maintenance system.

Activities	Target Date
A. Request development of a process to effectively determine maintenance requirements of all college facilities and equipment.	September 1, 1975
B. Request prioritization process development.	November 1, 1975
C. Implementation of system.	January 1, 1976

Outcomes: An effective preventative maintenance system to maximise services while reducing cost.

Unit: Administrative Services

Department: Plant Operations

Objective 2:

Streamline operation to include only functions to operate and maintain grounds and facilities.

Activities	Target Date
A. Elimination of the responsibility of Mail and Receiving function.	July 1, 1975
B. Elimination of responsibility for Central Stores function.	October 1976
C. Organize operational (custodial) and maintenance functions in defined units.	July 1, 1975
D. Review existing standards and methods of operation to determine the appropriateness of current service levels.	October 1975

Outcomes: A well defined Plant Operations department.

Unit: Administrative Services

Department: Safety/Security

Goal A: Establishment and implementation of an industrial safety program for SCCC.

Objective 1:

Improve the total college attitude and understanding towards the need and requirements of an industrial safety program.

Activities	Target Date
A. Establish college safety task force	September 1975
B. Review the present program and establish a plan for publicity and training of appropriate staff members.	January 1976
C. Develop a WISHA newsletter.	January 1976
D. Increase the cabinets awareness of safety situations through a monthly presentation by the manager.	August 1975

Objective 2:

Provide a specific preventative safety program.

Activities	Target Date
A. Develop an ideal program plan for cabinet review.	October 1975
B. Review resource availability and alternatives and publish revised plan.	January 1976
C. Obtain college approval of a safety program.	March 1976
D. Implement approved plan.	July 1976

Outcomes: Industrial Safety program.

Unit: Administrative Services

Department: Safety/Security

Goal B: An effective personnel and property security system program for the students, staff and community users of the physical facilities of the Central Campus.

Objective 1:

Improve the image of the security department through a process of public relations activities.

Activities	Target Date
A. Work with collegian staff to highlight security personnel in first fall issue.	September 1975
B. Review the current operational scheme to determine adequacy of resources.	August 1975
C. Request of the manager a plan for publicity of activities monthly by September 1975	July 1975
D. Complete and have published, the plan of operation in Phase II-XY.	January 1976

Objective 2:

Extend the service coverage physically to outlying branch operations.

Activities	Target Date
A. Have a review and analysis of needs completed and documented.	September 1975
B. Establish a quarterly meeting with Gompers and Trident personnel for review of security problems and activities.	Fall 1975
C. Evaluate the needs for security at outlying branches and recommend service levels.	January 1976

Outcomes: A safe college and secure population.

Unit: Administrative Services

Department: Bookstore Operations

Goal A: Provide an effective merchandising operation for the text book, instructional supplies and sundries needs of the SCCC student body.

Objective 1:

Eliminate the general accusation of users that the Bookstore is not service oriented.

Activities	Target Date
A. Establish a user advisory task force to meet once each quarter.	October 1975
B. Request that the manager review the procedures manual of the Bookstore and republish by Fall Quarter, 1975.	July 1975
C. In cooperation with the District Vice President establish a district-wide Bookstore managers commission, meeting monthly to discuss merchandising methods and problems.	October 1975
D. Request assistance of the staff development operation in developing a training program for customer oriented service.	July 1975
E. Implement a process for self evaluation of meeting customer demands.	January 1975

Unit: Administrative Services

Department: Bookstore Operations

Objective 2:

To maximize operational efficiency at the lowest cost possible.

Activities	Target Date
A. Review the operations and activities of the Bookstore to determine current level of service.	August 1975
B. Require an inventory of physical limitations and potential solutions.	August 1975
C. Assist the manager in analyzing and recommending appropriate solutions.	September 1975
D. Assist the Bookstore manager in developing a plan for financing any changes in operations required.	November 1975
E. Require a monthly written status report on Bookstore operations including fiscal summary.	September 1975

Outcomes: Student and faculty satisfaction with books and sundries provided by the Bookstore.

Unit: Student Personnel Services

Mission Statement: *Broaden the educational experience of diverse S.C.C.C. student population.*

Goal A: The effective administration of program activities.

Objective 1: Implement departmental plans and coordinate the unit mission.

Activities:	Target Date
a. Meet on a weekly basis with each administrative head.	May
b. Develop departmental plans related to the unit plans.	June
c. Review and revise each department plan with specific administrator.	August
d. Implement department plan as part of unit plan.	September
e. Submit quarterly progress reports to the President.	On Going
f. Meet regularly with the President to review effectiveness.	On Going

Objective 2: Improve communication between the various Student Personnel Services programs.

Activities:	Target Date
a. Develop a system of internal operating procedures.	August
b. Request present policies and procedures from department heads.	Completed
c. Design a review process.	July
d. Publish and distribute a handbook for SPS in cooperation with the Office of Information Services.	June

Goal B: Improve communications between SPS programs and the students.

Objective 1: Identify student concerns and problems and establish a system to deal with them.

Activities:	Target Date
a. Submit information on SPS activities to the Office of Information Services for publication.	On Going
b. Periodically evaluate communication efforts for effectiveness.	January, '7

Goal C: Coordinate the SPS effort with the instructional unit effort.

Objective 1: Improve the articulation between the instructional unit and SPS to provide necessary support services to the

Objective 2: Coordinate with the Associate Dean in the assessment of 200 students.

Activities:	Target Date
a. Analyze with Stan Traxler, Ron Hamburg, and Rick Venneri present assessment materials.	June
b. Selection of assessment tools for the College.	May
c. Development of assessment orientation plan.	June
d. Completion of assessment of the designated two hundred students.	September
e. Follow up of the data on the two hundred students.	June, '76
f. Submission of final report to President's Office.	June, '76

Objective 3: Develop a mechanism to provide support services to the instructional unit.

Activities:	Target Date
a. Periodically review academic programs with the instructional unit in order to ascertain support service needs.	On Going
b. Meet with the Dean of Instruction to establish feed back mechanism.	On Going
c. Constant review and analysis of feed back mechanism.	On Going

Objective 4: To coordinate the development of an online registration system with the District.

Activities:	Target Date
a. Installation of terminals at Central Campus.	August
b. Operational testing of on line registration system with Spokane adaptations.	December
c. First full application of system for enrolling students.	March, '76
d. Review and evaluation of on line registration system.	June, '76

Goal D: Increase the comprehensiveness of the Student Personnel Services programs.

Objective 1: Clarify the work study program.

Activities:	Target Date
a. Develop job descriptions.	Completed
b. Evaluate student/employee satisfaction.	Completed

Objective 2: Develop a system for student referral to counselors and the Human Development Center.

Activities:	Target Date
a. Meet with registration personnel for identifying a system of referrals to counselors in the Human Development Center.	June

Objective 3: Increase the number of minority students in the occupational program areas.

Activities:	Target Date
a. Analyze the number of minority students entering into Vocational/Occupational programs.	July
b. Devise a system using the waiting lists to increase the minority students in Occupational programs.	September
c. Waiting lists/program.	

Objective 4: Develop an effective coordinating team to interface Human Development Center activities with those specifically assigned to counseling.

Activities:	Target Date
a. Appoint representatives from Human Development Center, SPS, and Center for General Studies.	May 1
b. Redefine functions in Human Development/Counseling model.	May 15
c. Assign counseling personnel to newly defined functions.	June 1
d. Implement model under this coordinating body.	September 1

Unit: Office of Community Relations and Information Services

MISSION: To bring community resources, information, political support, advice and material assistance to the College.

Goal A: Effective administration and coordination of the office

Objective 1: Integration of unit program areas

Activities:	Target Date
a. determine specific functions of each program area	May '75
b. meet weekly with unit heads	
c. develop unit organization chart to illustrate functions	
d. develop "job control" chart	

Objective 2: Develop relationship of unit with other units

Activities:	Target Date
a. meet with other unit heads to determine supportive and overlapping functions	Oct. '75

Objective 3: Coordinate printing services between District and SCCC instructional unit

Activities:	Target Date
a. meet with principals involved, to begin to resolve situation	May '75
b. serve as on on-going moderator between the two groups	
c. strive to obtain similar quality and cost control for and from each group	
d. differentiate and schedule projects for each group's advantage and convenience	

Goal B: The Public Information Office will provide increased information and news of College events to the community to promote cooperation and understanding

Objective 1: Coordinate the flow and amount of internal and external information

Activities:	Target Date
a. identify all current informational inputs and outputs publications	May '75

b. enforce "symbol control"

c. publish "daily" employees' bulletin

d. assist in advising student newspaper staff

e. continue to produce college catalog, brochures, other informational material, and to coordinate class schedules

f. maintain liaison with media through news releases and personal contact

g. coordinate with District Office, NSCC and SSCC, through monthly P.I.O. meetings

h. coordinate with State community colleges' P.I.O. programs through periodic meetings and other activities

Objective 2: Obtain photo processing facilities and personnel for P.I.O. and student newspaper

Activities:	Target Date
a. set up meeting to explore the feasibility of adding photo processing component to unit	May '75

Objective 3: Develop community-based information centers

Activities:	Target Date
a. survey community on its needs	July '75
b. determine most effective points of distribution	
c. develop printed materials for use in centers	
d. publicize existence of centers	

Objective 4: Develop a speakers' bureau of faculty, administrators, staff and community representatives

Activities:	Target Date
a. notify College individuals of plan to establish bureau, and hold meeting	Oct. '75
b. identify individuals with expertise in specific areas, both in community and College	
c. publicize existence of bureau to community	
d. develop printed materials on bureau (brochure, news release, poster)	
e. schedule speaking engagements	

Goal C: The Community Relations program area will bring about genuine citizen involvement in institutional governance, including assisting in program design and implementation for community education

Objective 1: Act as liaison between college and community

Activities:	Target Date
a. schedule meetings with community groups	June '75 (continuing)
b. develop an outreach program	

Objective 2: Assist the President in the District Occupational Planning Advisory Committee

Activities:	Target Date
a. meet with District representative to determine criteria for Occupational Planning Advisory Committee (OPAC)	June '75
b. set up charter	
c. identify potential members	
d. contact potential members	
e. hold initial, introductory meeting	

Goal D: The affirmative action effort will bring about institutional compliance with the District's affirmative action program.

Objective 1: Develop component for preparation and dissemination of affirmative action guidelines

Activities:	Target Date
a. in conjunction with District affirmative action plan prepare affirmative action manual of guidelines	July '75 (continuing)
b. in conjunction with staff development, conduct seminars on affirmative action guidelines	
c. provide affirmative action checklists	
d. provide information on affirmative action activities at the college	

Objective 2: Increase employment of minorities (including women, handicapped)

Activities:	Target Date
a. set up a task force on minority employment, to develop an affirmative action plan	June

b. survey college to determine the number of minorities in the current "pool"

c. develop and maintain a pool of qualified minority job applicants to facilitate the hiring of minorities for part-time and full-time positions on campus

Objective 3: Provide a grievance procedure for SCCC faculty, administrators, and staff, and process grievances as they are initiated.

Activities:	Target Date
a. set up a grievance investigative committee to develop a grievance procedure	June '75

Goal E: Provision of effective graphic resources support to the educational efforts of the college

Objective 1: Develop mechanism for scheduling graphic services

Activities:	Target Date
a. develop and provide forms for requesting services of the graphics unit	July '75
b. utilize "job control" chart for service scheduling	
c. set up meetings to interface with college and community	

Objective 2: Develop coordinated working relationship between graphic and printing services in conjunction with student learning experiences and college production demands

Activities:	Target Date
a. set up articulation meeting between two units	Oct. '75
b. devise specific procedures for working relationships	
c. monitor process	
d. set up body to determine limitations on instructional printing facility	

Objective 3: Assist the president at the local level with community contacts.

Activities:	Target Date
a. keep the institution abreast of legislation affecting it.	
b. assist president in preparation of correspondence to legislators	
c. assist president in preparation of legislative information to employees (memos, etc.)	

d. apprise president of bills affecting community college system

e. handle phone contacts with legislators

Goal F: In conjunction with the professional development program develop a human relations intergroup component to enhance staff development in the area of interpersonal and intergroup relations

Objective 1: Keep the college personnel informed regarding materials on intergroup relations

Activities:	Target Date
a. provide personnel with pertinent information on the subject of inter-personal and intergroup relations	Nov. '75
b. coordinate with the professional development program mini-intergroup relations workshops at smaller unit levels	

Objective 2: Utilize on-the-job intergroup encounters in the various units of the college as learning experiences

Activities:	Target Date
a. encourage college personnel to contact the Office of Community Relations when an intergroup relations problem arises	Nov. '75
b. provide on-site review and assistance in the development of problem-solving strategy with the persons directly involved in the situation.	
c. facilitate the resolution of the problem or the formulation of a more formal complaint	

ADMINISTRATIVE PROGRAM PLAN

Unit: President

Mission Statement: *Provide broad leadership in administrative direction to all of the major activities of the college.*

Provide programs that encourage optimum staff and faculty development, as well as promote effective staff and faculty morale.

Plan for the effective utilization of scarce resources that are designed to achieve growth, improvement, flexibility, and modification of college and district-wide programs and services in anticipation of long-range goals.

Goal A: Provide administrative leadership and direction to the improvement of the instructional program.

Objective 1: Acquire a plan that will provide the president with a full understanding and documentation of the instructional programs of the central campus.

Activities:		Target Date
a.	Review the program analyses from the instructional units as presented by the associate Dean(s)	July 25-31/75
b.	Review program analyses with administrative cabinet	Aug. 15-22/75
c.	Review and make required modifications to program analyses at mid-management workshop.	Aug. 25-29/75
d.	Request phase-in plan and time-line for implementation of the most feasible alternative solutions for each of the problems that were identified within the program areas of the division.	Sept. 2-5/75
e.	Reach consensus on plan and process for implementation.	Sept. 30/75
f.	Monitor the phase-in plan through weekly meetings with unit head and coordinate with other unit heads.	Oct. 6/75

Objective 2: Acquire an interim and long range plan for management of IRS and integration with instruction program.

Activities:		Target Date
a.	Appoint a representative task force and engage outside consultant(s) to assess current services	Sept. 22-30/75
b.	Review analyses of current status of IRS	Oct. 6-17/75
c.	Request a plan for overall management and most feasible approach for integration of IRS into instructional programs of the college	Oct. 24/75
d.	Review the plan with administrative cabinet/ president's council	Nov. 10/14/75
e.	Assign responsibilities to instructional division for implementation	Nov. 17/75
f.	Monitor implementing activities	

Objective 3: Appoint a task force on multi-ethnic curriculum to plan for the consolidation of multi-ethnic perspective within the mainstream of the curriculum.

Activities:		Target Date
a.	Review the plan with administrative cabinet and president's council	Oct. 13-17/75
b.	Assign responsibilities to the instructional unit for implementation.	Oct. 20/75
c.	Monitor the implementing activities	Oct. 20/75

Objective 4: Acquire a plan for the management of the evening program.

Activities:		Target Date
a.	Review the plan with administrative cabinet	Aug. 15-22/75
b.	Review and make required modifications to plan at mid-management workshop	Aug. 25-29/75
c.	Assign responsibilities to the instructional unit and community relations for implementation	Sept. 8/75
d.	Monitor implementing activities	Sept. 8/75

Objective 5: Continue self study

Activities:		Target Date
a.	Assign responsibilities to person for coordination	June/75
b.	Request a schedule of planned ---- events leading up to visit	July 21-25/75
c.	Monitor the process and planned visit	June-Oct./75

Objective 6: Acquire a revised plan for development of Center for General Studies and coordination with Human Development Center

Activities:		Target Date
a.	Request a revised plan	June 23/75
b.	Review the revised plan with Dean's group at summer workshop setting	July 21-25/75
c.	Review the revised plan and make further required modifications at mid-management workshop	Aug. 25-29/75
d.	Assign responsibilities to instructional division for implementation	Aug. 29/75
e.	Monitor implementing activities	Aug. 29/75

Objective 7: Acquire plan for effective delivery of services and programs for the Native American Community.

Activities:		Target Date
a.	Review the submitted report and recommendations provided by the task force	June 27/75
b.	Provide written feedback to task force regarding the possible directions that college may pursue	June 30/75
c.	Request plan for integration of program direction into major units of the college for continual program development and implementation	July 21-25/75
d.	Assign specific responsibilities	July 21-25/75
e.	Monitor implementing activities with unit heads on weekly basis	July 25-31/75

Objective 8: Acquire plan for effective delivery of services and programs for Chicano students

Activities:		Target Date
a.	Appoint a task force and provide a charge	June/75
b.	Request a plan	June/75
c.	Review plan with administrative cabinet	Sept. 12-19/75
d.	Review plan with President's Council	Oct./75
e.	Reach consensus on how plan is to be implemented	Oct/75
f.	Assign responsibilities to the major units for phase in with total plan of the college	Nov. 10-14/75

Outcomes: Increase in FTE productions; decrease in student attrition rate; increase in evening program comprehensive and community service offering; increase in level of faculty and student satisfaction with quality of instructional resources services; reduction in level of historical problems encountered within various divisional programs; evidence of multi-ethnic perspective within target areas of the curriculum.

Goal B: Provide administrative leadership and direction to the effective and efficient delivery of student personnel supportive services.

Objective 1: Acquire a plan for the effective and efficient delivery of student personnel supportive services that are designed to support the educational program plan.

Activities:		Target Date
a.	Review the revised plan with Dean's Group at summer workshop setting	July 21-25/75
b.	Review and make required modification to plan at mid-management workshop	Aug. 25-29/75
c.	Request unit head to set plan into motion implementing activities with unit head on weekly basis and coordinate with other unit head.	Aug. 29/75

Outcomes: Reduction of student attrition rate; increase in FTE production; increased level of satisfaction of students with delivery of student personnel services; reduction of attrition rate of Native American target population group.

Goal C: Provide administrative leadership and direction to the effective and efficient delivery of administrative services.

Objective 1: Acquire a plan for effective and efficient delivery of administrative services to the various units of the college

Activities:		Target Date
a.	Review the revised plan with Dean's Group at summer workshop	July 21-25/75
b.	Review and make required modifications to plan mid-management workshop	Aug. 25-29/75
c.	Request unit head to set plan into motion and monitor implementing activities with unit head on weekly basis and coordinate with other unit heads	Aug. 29/75

Outcomes: Balanced college budget; safe, clean, secured and aesthetically satisfying and functional facilities

Goal D: Provide administrative leadership and direction to the establishment of effective communication and liaison with the external and internal college community.

Objective 1: Acquire a plan for the improvement of the college's communication and relations with its external and internal community.

Activities:		Target Date
a.	Review the revised plan with Dean's group at summer workshop	July 21-25/75
b.	Review and make required modifications to plan at mid-management workshop	Aug. 25-29/75
c.	Request unit head to set plan into motion and monitor implementing activities with unit head on weekly basis and coordinate with other unit heads	Aug. 29/75

Outcomes: Increased level of satisfaction of internal community with communication system; increased overall knowledge of college with target population of the external community, meeting affirmative action target projections and decrease in number of affirmative action complaints.

Goal E: Provide for the effective participation of student, faculty, and staff in the decision-development process and in the evaluation of the college's progress toward the attainment of its stated mission, goals and objectives.

Objective 1: Acquire a plan for effective student, faculty and staff participation in the decision-development process.

Activities:		Target Date
a.	Request task force to provide for final input and revision to the guidelines submitted by the president	June-July 25/75
b.	Request the establishment of election procedures for the various constituency groups of the college	Sept. 26/75
c.	Conduct an orientation workshop to acquaint college with the program plan for the governance structure	Oct./75
d.	Begin to meet regularly and establish agenda for operation	Oct./75

Outcomes: Increased level of communication between the various groups of the college as well as between groups and the administration; increased level of satisfaction of participants in participatory decision-development making.

Goal F: Provide for an effective organizational structure to implement the college mission and administrative program plan.

Objective 1: Assess present organizational structure and adequacy for implementing college mission and program plan.

Activities:		Target Date
a.	Review administrative contract with Dean's group	June/75
b.	Implement the 1975-76 organizational structure	July 1/75

Objective 2: Determine most feasible organizational structure for carrying out college mission and program plan for 1976-77

Activities:		Target Date
a.	Request a study of organizational effectiveness of 1975-76 organizational plan	Nov. 21/75
b.	Review results of the study	Dec. 19/75
c.	Communicate results and review with cabinet/council	Dec. 19/75
d.	Determine direction for 1976-77	Dec. 30/75

Outcomes: Increased level of communications and planning between the various units and divisions of the college

Goal G: Provide for the effective utilization of scarce resources

Objective 1: Acquire a plan for the implementation of a management system which will assist college personnel to manage effectively scarce resources

Activities:		Target Date
a.	Review the plan with Dean's group at summer workshop	July 21-25/75
b.	Review plan with mid-management	Aug. 25-29/75
c.	Monitor implementing activities with president's staff person on weekly basis and coordinate with other unit heads.	

Objective 2: Involve middle management in the design of management training program

Activities:		Target Date
a.	Provide charge for management training task force	June/75

b.	Obtain plan for management training	July 25/75
c.	Monitor implementing activities	July 25/75
d.	Review FTE generation by Full-time/Part-time faculty effort with Dean's group	July 21-25/75
e.	Review quarterly reports with unit heads and instructional division heads, detailing FTE generation and fiscal status	July 21-25/75

Objective 3: Acquire a plan for the development of proposals and acquisition of public and private funds for college development

Activities:		Target Date
a.	Request a plan	June/75
b.	Review the plan with responsible staff person	Aug. 25/75
c.	Review the plan with cabinet	
d.	Review plan with council once established	Oct./75
e.	Assign responsibilities for implementation to appropriate staff	Aug. 25/75
f.	Monitor the implementing activities on weekly basis with responsible staff and coordinate with unit heads	Aug. 25/75

Outcomes: Functional written plans developed by Mid-management, increased funding for program development from public and private sector; redistribution of resources to areas of greatest need.

Goal H: Share in district-wide and state planning and coordination of educational programs and services.

Objective 1: Assist the district president to design a district-wide professional development program plan.

Activities:		Target Date
a.	Acquire charge from district president	July/75
b.	Establish and communicate organizational structure for developing a plan for professional development activities from the various constituency groups of the district	Sept./75
c.	Assign responsibilities to various structural levels and assign a time line for planning activities	Sept./75
d.	Request status reports on planning activities	Sept./75

e.	Provide status report ot District President and cabinet	Oct./75
f.	Submit final plan to District President	Dec./75

Objective 2: Acquire plan for the development of professional development activities for the central campus

Activities:		Target Date
a.	Appoint task force on professional development from each of the constituency groups on central campus	Sept/75
b.	Request a plan for professional development	Sept./75
c.	Convene a coordinating committee and assign staff responsibilities for assisting in further development and implementation	Sept-/75
d.	Review the plan from each constituency group	Oct./75
e.	Monitor activities ----------	Sept./75

Outcomes: Increased level of faculty and staff satisfaction and increase in work performance

Objective 3: Assist the district president in the design of a plan for educational, fiscal and capital development

Activities:		Target Date
a.	Recommend to the District President a structure for occupational program planning	July/75
b.	Review models of other multi-unit district program offerings	Sept./Oct/75
c.	Review and compare SCCD program plan offerings with other multi-district models	Oct./Nov./75
d.	Request inventory of existing SCCC facilities needs per program offering	Sept./75
e.	Submit facilities needs to District President	Dec./75

Objective 5: Assist the District President to develop cooperative relationship with SOIC, Seattle Public Schools and other agencies concerned with the delivery of educational programs and services.

Activities:		Target Date
a.	Develop an overall plan for cooperation after obtaining commitment from Seattle Public Schools.	July/75

b. Provide periodic reports to district president and Board of Trustees — July/75

c. Meet periodically and continue planning — July/75

Objective 6: Assist the district president to develop strategies for seeking political and financial support for major college program activities from within the public and private sector of the local community, state and federal levels.

Activities:	Target Date
a. Identify sources of funding	Aug./75
b. Prepare SCCD prospectus and forward to funding agencies	Aug./75
c. Visit funding agencies and seek assistance	Aug./Oct./75

Objective 7: Assist the district president in the design of a plan to assess outcomes of existing instructional programs.

Activities:	Target Date
a. Assist in design of plan for identifying current levels of student achievement in measurable areas	Oct./75
1. Associate of arts	
2. Associate of applied science	
3. Certificate	
4. Diploma	
b. Assist in design of plan to correlate existing achievement/completion levels with:	Oct./Nov./75
1. Transfer rate	
2. Employment rate	
3. Student objectives	
4. Dropout rate	
5. Program entry requirements	
c. Assist in design of plan to establish desired student achievement levels for:	Oct./Nov./75
1. Transfer	
2. Employment	
3. Program entry	
4. Program completion	
5. Basic skills competencies	

Outcomes: Increased public and private funding for district; increased satisfaction and performance of all district employees; cooperative planning of educational programs and facilities; increased general level of student grievances, program completion and employment.

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